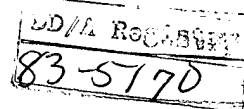



HARVARD UNIVERSITY
JOHN F. KENNEDY SCHOOL OF GOVERNMENT
CAMBRIDGE, MASSACHUSETTS 02138



DIRECTOR, NATIONAL SECURITY PROGRAMS

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(617) 495-1331

November 30, 1983



Inspector General
Central Intelligence Agency
Washington, DC 20505

DD/A REGISTRY
FILE: 60-6


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Dear 

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As you may know, I am the Director of National Security Programs at the Kennedy School. It is a new post and incorporates the Executive Program in National and International Security, formerly run by  I write to tell you what we are planning at the School and to solicit your advice and support.

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The Kennedy School, with the strong support of  has committed itself to making a significantly greater intellectual contribution to national security. I am now formulating a National Security Studies Program for the School which, so far, envisages new activity along the following lines:

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- An expanded curriculum which will add to the courses now available in the Cambridge area in the national security field. In particular, this will include new courses on the national security process, defense planning, and systems acquisition. In addition, the development of a core curriculum for students concentrating in the field is a possibility. The idea is to strengthen student capabilities in order to help young people be more useful more quickly in government and military careers.

- New executive programs in national security. The School has been asked by DOD to design an eight-week resident program for DOD people at the O-6/GS-15 level. The first class of about 48 participants will convene in April 1984. (We might later include in this program people outside DOD, thus giving it the broader flavor and additional contacts and perspectives available in the summer national security program.) Also, a second DOD venture, a 2-3 day seminar for people at the Deputy Assistant Secretary level and above will be instituted. This seminar, modeled on the Subcabinet Seminars now run by Harvard and sponsored jointly with the White House, tentatively will begin in June 1984 and occur every six months thereafter.

- New research on broad areas of national security; research which would contribute both to a greater understanding of complex policy and management areas and to solutions for vexing problems.

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- New national security seminars, one in Washington and one in Cambridge. The Cambridge seminar will be mainly concerned with rounding out student education and research on national security topics. We will invite guest lecturers to dinner for discussion of selected topics, supplementing the seminars already available at Harvard. The Washington seminar is meant to discuss specific policy issues--the export of technology is an example--by meeting over lunch or dinner with a small group of interested people to explore a particular topic leading perhaps to publication of an article.

- Attracting new students to Harvard--people of promise who intend to have a career in the national security field. We hope to have very high caliber people for the new Executive Programs, as we already do for the summer program. Also, we would like to bring additional students with interest in international security to Harvard's graduate programs. I hope we can persuade the military services to send more young officers here for the Master in Public Policy degree (a two-year program), more civilian and military mid-career people for the Master in Public Administration degree (a one-year program), and a few people each year who will be able to stay on for the Ph.D. program. I hope also to create a new category of National Security or Defense Fellowships, which would allow some people to come here for one year with the specific aim of research and writing on consequential national security issues.

I would be grateful for your comments and criticisms of these ideas and would very much welcome other ideas. There is great enthusiasm among students and faculty for a broader and deeper approach to national security, and your thoughts are particularly needed as we formulate our long-term program.

In addition to your ideas on the program as a whole, I need some very practical support of the following kinds. First, I would like to place Kennedy School graduates in useful jobs in the national security field. I solicit your support in identifying job openings for young people next summer on a full-time basis, and also summer internships--preferably paid internships--available to graduate students. If you will try to place a graduate, I will promise you people of ability and energy.

Second, I need your help in identifying promising people at the mid-career point who would be interested in the MPA program. Having done this myself while I was serving in OSD some years ago, I know what a terrific opportunity this program is. Your help in encouraging officers (O-2 to O-4) and promising civilians (GS-11 to GS-14) to seek out the MPA program, and particularly your help in achieving agency sponsorship for them, would be tremendously valuable.

Third, for those of you concerned with young officers intending a career in the military, I ask you to help identify and assign officers to Harvard for the two-year MPP program. West Point, for example, offers graduate opportunities to the top five percent of the graduating class. All services, I believe, allow graduate work for selected officers after the initial field tour. I would like to encourage more officers to choose Harvard.

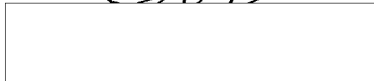
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Finally, I would appreciate your identifying for me any research opportunities you see in which Harvard could make a constructive contribution. New research, on the right kind of issues, will not only be valuable in itself, but will feed back into the teaching programs and make them more valuable to participants.

I realize this is a heavy burden to lay upon you--especially when, as I know so well, you already have so much on your plate. Still, bringing along promising people is the essence of good management, so I burden you without too heavy a heart, knowing that these efforts will be worthwhile.

With warm regards, I am

Yours sincerely,



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RJM/lb

P.S. We will be organizing an alumni day in Washington in the New Year. I will write you separately on this.

P.P.S. I enclose an article by Jack Burby, a 1983 alumnus, on the Executive Program. Thought you might like to read it.